

**PROBATIONARY FIREFIGHTER FIELD TRAINING PROGRAM FOR SYRACUSE
FIRE DEPARTMENT**

Leading Community Risk Reduction

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CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writing of another.

Signed: _____

Abstract

Two years ago the Syracuse Fire Department (SFD) made the change from an all volunteer fire department to a combination fire department, employing four full-time fire officers and twenty-six part-time firefighters. With this change came the implementation of an ambulance service. Since going to a combination department in 2002, the SFD has had a turnover of eight part-time firefighters (30% of the part-time employees). The problem was that with the increased demands on the SFD the new employees needed to be better trained; however, Syracuse Fire Department has not had an established recruit-training program since it was established in 1953. In the past, very little time was spent training new part-time firefighter with the skills needed to perform proficiently before they were put into service. Not having full staffing put additional strains on those who had the training to try and fill the vacant shifts. Consequently, the department was at risk for jeopardizing the safety of its members and those they serve.

The purpose of this research project was to identify if a firefighter recruitment-training program would reduce the risk to firefighters and reduce the liability to the city. This also included identifying the necessary training firefighter recruits needed before they could be expected to perform sufficiently with a reduced chance of injury and harm to self and others. The research questions asked were:

- 1 What are the specific training standards and/or mandatory certification standards that have been adopted by Syracuse Fire Department for recruit firefighters?
- 2 What are the specific training standards and/or mandatory certification standards that have been adopted by the State of Utah for recruit firefighters?
- 3 What training should take place to help firefighters, Syracuse Fire Department, and Syracuse City avoid injury and liability?

4 What criteria will Syracuse Fire Department use to train recruit firefighters?

An evaluative research method was used for this project to identify the need for a new recruit-training program. This includes a systematic process of collecting and analyzing data in order to facilitate decision making and identify the need for improvement. The procedures used to complete this research include a literature review, an overview of Syracuse Fire Department Standard Operating Procedures (SOP's), an evaluation of the city and state requirements, and personal interviews with Utah Valley State College - Institute of Emergency Services and Homeland Security (IESHS), Utah State Fire Marshals Office, firefighter recruits, firefighter trainers, and city management.

The results indicated that there is a need for a training recruitment program. The benefits include reduction in firefighter injury and a reduction in liability to the city. The recommendation of this project was to develop and implement a formal recruit-training program that would prepare new firefighters to meet the requirements of their job descriptions. This training must be consistent with state laws, general practices, and current state certification levels for basic fire and medical operations to avoid liability issues. This added training will result in a better service to the citizens of Syracuse and increased on the job safety for the fire department staff.

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INTRODUCTION

The Syracuse Fire Department (SFD) is a combination fire department employing four full-time firefighters and twenty-six part-time firefighters. Servicing an area of 52 square miles with services provided to West Point City, Syracuse City, the Unincorporated Davis County, and Antelope Island State Park. The population for this area is around 30,000. This department is experiencing growing pains as workloads increase, new programs are initiated, and new Standard Operating Procedures (SOP's) are adopted. One of the major challenges facing the department is training part-time firefighters whose fire department job is a second job. With increased population, comes an increase in call volume, which equates to an increase in safety hazards for under-trained firefighters--which in turn opens the city up to liability issues. Over the last two years, eight part-time firefighters have quit. One firefighter left for an full-time position at another fire department, one left a part-time position for a part-time position in another department, and six quit the fire service. In examining these numbers, the concern is centered on the six who quit the fire service.

The problem is that with the increased demands on the SFD employees needed to be better trained; however, SFD has not had an established recruit-training program since it was established in 1953. Very little time was spent training new part-time firefighters with the skills needed to perform proficiently before they were put into service. New recruits were expected to learn on the job and to complete their training as time allowed. Consequentially, the department is at risk for jeopardizing the safety of its members and incurring liability to the city.

The purpose of this research is to identify if a firefighter recruitment program would reduce the risk to firefighters and the liability to the city. In addition, it is to identify the necessary

training firefighter recruits needed before they could be expected to perform sufficiently with a reduced chance of injury and harm to self and others. The research questions asked were:

1. What are the specific training standards and/or mandatory certification standards that have been adopted by Syracuse Fire Department for recruit firefighters?
2. What are the specific training standards and/or mandatory certification standards that have been adopted by the State of Utah for recruit firefighters?
3. What training should take place to help firefighters, Syracuse Fire Department, and Syracuse City avoid injury and reduce liability?
4. What criteria will Syracuse Fire Department use to train recruit firefighters?

An evaluative research method was used for this project to analyze data, to identify the need for a new recruit-training program, and to identify components for the program. Through research in the literature review and interviews with fire, city, and state personnel, it is apparent that Syracuse City Fire Department must move forward with establishing the recruit program.

BACKGROUND & SIGNIFICANCE

For forty-nine years, the Syracuse Fire Department (SFD) functioned with volunteer staffing. With any volunteer organization there are varying levels of employee commitment. In 1998, the current fire chief was hired to run a department of thirty firefighters with only eleven certified as FFI. Currently, twenty-nine firefighters are certified FFI. This incredible turn around did not come without casualties in the form of work morale and turn over. The SFD administration hesitates to require much more from part-time firefighters.

Part of the challenge is requiring part-time firefighters to become highly trained when they are trying to hold down a full-time job, part-time job, and trying to balance home life. A

combination of fire department can be classified into several different categories. First, there are firefighters who want to be full-time. These individuals are highly motivated to receive training and will often pursue training on their own. The second group of firefighters are those who are committed to serving the public and are looking for a cause. They enjoy the excitement of the fire department and jump in with both feet. Their commitment level sometimes fluctuates based on what is happening at home and what is happening at their full-time job. It may take awhile, but they will eventually become certified. The third group of firefighters are those who we call ambulance chasers. They do not realize the time commitment nor the expertise required to be a firefighter. They show up to every call, they buy the firefighter license plates, they wear the firefighter logos on all their clothing, but they do not have the staying power. They enjoy the camaraderie of the other firefighters and are great storytellers, but when it comes time to buckle down and study or to take classes on their free time they do not follow through. They are there for the glory. Now these are generalizations, but in generalizing the picture of a volunteer fire department becomes very clear.

The challenges facing the SFD stem from the volunteer mentality with men and women who are required to do a full-time job. Syracuse Fire Department is staffed with four full-time employees and twenty-six part-time employees. With this combination, the schedule requires part-timers to fill twenty four shifts lasting twelve hours each during a one week period. Just to make the picture a little clearer, imagine some part-time firefighters leaving a graveyard shift at a full-time job to come and work the day shift at the fire department. The problem becomes even bigger when the training issues is thrown into the mix. Within seven years, the SFD has metamorphosed into a combination department from a volunteer department requiring their part-time firefighters to perform a job at the same level of expertise as the full-time firefighters.

The growth of Syracuse is about four thousand people a year or 20%. With a population increase, the call volume goes up. The SFD is running approximately five calls a day. A firefighter recruitment-training manual must be developed for new recruits--whether they are full-time employees or part-time employees. The required training would reduce the liability to the city by increasing the level of expertise and the increasing the likelihood of safe procedures and practices. The city will continue to grow with a projected build out in the year 2019, giving a total population served of 55,000 with it combined service area. With this increase will come additional full-time firefighters and an influx of new hires in the part-time area. If the statistics stay true to form, SFD will loose a projected four firefighters a year. As new firefighters are hired, a recruit-training program needs to be established to counter the negative effects of this turn over.

The problem with the current system stems from the fact that firefighters know they will need to be certified in FF1, EMT, HazMat First Responder, and Wildland; however, without solid guidelines firefighters are thrown into active service before these requirements are met. In exploring the goals established by the Department of Homeland Security for the Executive Fire Officer class "Leading Community Risk Reduction," the research conducted will help address the need to be proactive in the fire service with an emphasis on prevention and risk reduction. This is in correlation with the United States Fire Administration (USFA) operational objective to reduce the loss of life from fire of firefighters.

LITERATURE REVIEW

"Too often [leaders and managers] bring too few ideas to the challenges that they face. They live in psychic prisons because they cannot look at old problems in a new light and attack old challenges with different and more powerful tools--they cannot reframe."

--Lee G. Bolman and Terrence E. Deal

The intent of this literature review is to discover what training is needed before new firefighters are put into service in order to reduce the risk of personal injury to themselves, reducing the risk of liability to Syracuse City while providing a professional service to the public.

Establishing a training program for new recruits requires a reframing of the fire department and the city policies. In the research that was conducted, it became evident that many fire departments felt a need for better trained recruits and they had devised a plan for meeting this need. Those departments that were organized with a plan in place, were mainly staffed by career firefighters. For volunteer and part-time departments, the fire service seems to be one area where its employees can receive on-the-job training after the hiring process has occurred. This literature review will cover both the fire service and outside entities to help develop a more comprehensive picture of the process of mentoring, coaching, and providing field training experience.

Is There a Need for Recruitment Training?

The first step is to investigate the need for recruitment training by examining the data. In the document *Firefighting Fatalities in the United States in 2003*, FEMA (2004) identified the following facts. In 2003, eighty-one volunteers and thirty career firefighters died (pp 8). Of these deaths, seventy percent occurred while conducting emergency operations and thirty percent

occurred in non-emergency situations such as administrative activities (pp 11). Vehicle collisions were the second leading cause of deaths, with heart attacks being the number one cause of deaths (pp. 20). More firefighters died while responding or returning from a call than in the last decade (pp. 12).

Another study was conducted by Brassell and Evans (2003) concerning firefighter fatalities due to structural collapse. They found that from 1979-2002, 180 firefighters died due to structural collapse. (This did not include deaths due to collapse of the World Trade Center Towers where 342 firefighters died.) In the analysis of the data, the following factors were considered: time of the incident, the type of structure, the firefighter's age and years of experience, status (career or volunteer), nature and cause of death, and activity at the time of death. For the purpose of this report, the evidence was examined for years of experience **and** career or volunteer firefighter.

Years of Experience	0-5.5	6-15	15+	Unknown
Career	8	15	13	2
Volunteer	11	6	3	3
Unknown Status	1	0	1	0

There are several conclusions to draw from the data. First, volunteers seem to be at a higher risk in the first five years on the job. For the remainder of their career, the career firefighters are more at risk. This could be due to increased opportunity for risk based on the call volume.

USFA (2002) noted that 45,500 firefighters were injured on the fire ground in 1999. Of those numbers, 7,705 were injured while training. This is disturbing considering the controlled conditions that should take place during training.

In 2003, The Federal Emergency Management Agency (FEMA) conducted an extensive investigation on the dangers of training. They reported that training-related injuries increased nearly 21% since 1987. In 2001, there were close to 7,000 training-related injuries reported. That year one firefighter died and two were injured while participating in a live burn situation. Even though the live burn situations are necessary for training, these situations need to be controlled. (FEMA Special Review of Firefighter Training Uncovers Ways to Reduce the Risk of Tragic Outcomes.)

Do Professions Outside of the Fire Service Require Recruitment Training?

Every job requires some type of training ranging from learning the office procedures to actual on-the-job training. An employee at a grocery store might receive up to ten hours of training dealing with customer service, job duties, and company policies (B. Parker, personal communication, Feb 05, 2005). Many professional careers require recruitment training with the level of expertise varying based on the skills needed to be successful at the job. Take the field of education. New teachers entering the classroom will have undergone student teaching with a cooperating or master teacher--this occurs before the teacher is hired and becomes part of their performance score in the hiring process. Davis School District's new teachers undergo one to two years of staff development. Teachers attend training sessions to learn practices and procedures and they receive monthly site visits by a qualified coach/mentor (J. Snyder, personal communication, Jan 18, 2005). In order to work with new recruits, a trainer must be a master teacher in the classroom, possess skills to encourage and guide new hires, and have a thorough understanding of the culture of the profession. Peters (2002) is quoted as saying, "Workforce training and constant retraining...must climb to the top of the agenda of the individual firm and nation"

(pg 139). Companies are taking this to heart by requiring employees to stay current on new and innovative ideas in their field.

The Department of Defense (DoD) runs an effective training program for the DoD's military and civilian personnel to help "...personnel better understand their environmental responsibilities." The training the recruits receive helps to increase protection of human health and the environment. "The National Defense Authorization Act of 1994 authorized the Secretary of Defense to establish and conduct an education and training program for DoD's military and civilian employees whose responsibilities include planning or executing the environmental mission." Their training plan is quite extensive and covers a systematic approach (EQ-ARC 95 Chapter 6-Education and Training).

The armed forces are an excellent example of how recruit training can be used to enhance job performance. Recruitment training is often referred to as basic training. Each branch of the military has perfected this process. Depending on the service, recruit training lasts from six to ten weeks with specialized training lasting up to twenty weeks. This helps provide a transition from civilian life to military life. Texas Scholars, a military training website, offers a type of mission statement for military training. "Through basic training, recruits gain the pride, knowledge, discipline, and physical conditioning necessary to serve as members of the Army, Navy, Air Force, Marine Corps, and Coast Guard." Job training includes the technical training and skills training needed to perform in the job specialties.

The police service recruitment is run similar to the fire service. Smaller departments are more willing to train personnel on the job; whereas, larger departments require certifications before hiring. Each department has a list of skills and procedures police officers are required to

master. Following are descriptions of three large police departments and their recruitment training requirements.

The Florida Highway Patrol Training Academy uses classroom lectures, discussions on basic concepts, practical exercises for proficiency in skills, law enforcement scenarios, physical training, and written exams to prepare their new recruits for the demands of the job.

The Gretna Police Department (2005) also sends their new recruits to an academy. In the academy, the new recruits learn what they will need to perform their job in a professional manner. The academy covers law, firearms, arrest techniques, accident investigating, report writing, criminal investigation, first responder, radio procedures, DUI, and physical fitness training (The Gretna Police Department Training Academy).

The Utah Highway Patrol requires the trooper to spend eighteen weeks at the Peace Officer Standards and Training Academy if they are not certified. They also receive an additional 120 hours of instruction, which includes training in firearms, emergency vehicle operation, and self-defense. After their training is complete, they are required to receive additional training each year (Training Requirements for UHP Troopers).

What does the Fire Service Recommend for Recruitment Training?

Through extensive review of the literature resources, it is apparent that most career fire departments require recruitment training. The intensity, duration, and requirements vary.

The National Institute for Occupational Safety and Health (NIOSH) (2000), recommends the following guidelines--all of which should be included in a recruit training regime. The areas that concern recruitment training are as follows. First, fire departments should establish and implement written standard operating procedures (SOP) regarding emergency operations on the fire ground. New recruits must become familiar with the SOP and have a thorough

understanding of the issues they are addressing. Second, firefighters should conduct a search of a floor above the fire and take safety precautions to reduce the risk of being trapped. This includes notifying the officer before going above a fire, sizing up the fire, sizing up the stairway design, sizing up a second exit for escape, and building construction size-up. Each of these components requires training. And finally, a new recruit must understand and follow the Incident Command system ("Death in the Line of Duty," 2000).

Through the literature review, the researcher came across the following fire departments who had established specific recruitment programs. It was interesting to note the length of the recruitment process which varied from eight weeks to two years. Each fire department required a basic set of firefighting skills to help ensure the firefighter is ready for the challenge of the job.

Cobb County: The recruit school is six months long. Three months are used to certify as an Emergency Medical Technician (EMT) and the other three months are used to certify as a Georgia Firefighter as an National Professional Qualification (MPQ) Firefighter 1. Recruits training will cover rules and regulations, fire behavior, orientation with Self Contained Breathing Apparatus (SCBA), self rescue and victim rescue, hose drills, ladders, forcible entry, ropes and knots, fire cause, search and rescue, building collapse, salvage and overhaul, communications, sprinklers, wildland, public education, hazardous materials, evaluations, etc. (Cobb County Fire & Emergency Services, 2000).

Washington State: This recruit school in Washington requires candidates to go through a ten week course covering all aspect of firefighting. "The hands-on course is designed to prepare and train recruits to meet hiring standards established by fire departments as entry-level firefighters." Recruits participate in classroom instruction and 100 hours of live-fire training. Firefighters will meet the International Fire Service Accreditation Congress (IFSAC) Firefighter

I requirements and must pass the written and practical examinations to graduate (Fire Training Academy, 2004).

Landsing Fire Department: This fire department has a specialized team to train the recruits. New recruits go through an eight week training course which includes firefighting, rescue, driving, medical skills, tools and equipment, extrication, hazardous materials response, and learning the locations of addresses (Training Division, 2004).

Hinesville City: New recruits attend a Georgia Fire Academy. Their time is spent on basic firefighting skills. They receive their NPQ Firefighter I certification (FD Training).

Lubbock Fire Department: Recruits attend the Firefighter/Orientation Recruit Academy. Training is physically demanding and includes classroom instruction in protective equipment, firefighter procedures, and medical training. The firefighter is on probationary status for one year (Recruiting, 2003).

Stockton Fire Department: Recruits attend a ten week academy. Recruits receive 400 hours of instruction in basic firefighting skills. Certifications include: State Firefighter I and II, Hazardous Material Fire Responder Operations (FRO), Rescue Systems I, and Incident Command System (ICS) 100 & 200 (Fire Department Training Division).

County Durham and Darlington Fire Service: This department breaks the recruit training into three phases. Phase one is acquisition of knowledge where firefighters are taught basic skills dealing with hose drills, pumps and ladders, and health and safety issues. They also receive extensive training in breathing apparatus, road traffic accident procedures, and trauma care. During this phase they work on their role in the community and provide fire services such as fire safety checks, smoke detector fittings, and instruction in fire safety. Phase one recruits are trained with scenarios to ensure their performance on the fire scene. Phase two consists of

application of knowledge. This lengthy phase runs for twenty four months. Probationary firefighters demonstrate competence in knowledge and skills. Competencies are based against the National Occupational Standards Operations in the Community Level 3. Finally, phase three is the time for firefighters to show maintenance of competence. This stage leads to potential leadership positions. This training program is quite extensive; most recruit training stops after phase one (Fire Service Training, 2004).

Who Should Train the Recruits?

This question might seem rhetorical based on the research; however, from personal observations in various fire departments--the trainer is not always the most qualified person. The military seems to have the strongest recruit plan with the job of trainer falling on qualified individuals. All branches of the military have "Experienced enlisted members and supervisors help servicemen and servicewomen further develop their skills" (Military Training: A Quick Orientation).

In the fire service, many departments have designated trainers. One example is the Lansing Fire Department (2004) which is staffed by their training division consisting of the Chief of Training, three training captains, and an EMS coordinator. The responsibilities of the staff include research, development and scheduling of training. The trainer is an integral part of the success of the recruit (Training Division, 2004).

A trainer of new recruits has several roles to fill depending on the situation. Garmston & Wellman (1999) identify the four most common roles of group leaders. A trainer will step into each role at different times during the training process for the recruit.

- **Presenter:** the role of the presenters is to teach. A person in this role works with a group to broaden its knowledge, skills, or attitudes. A presenter can--and should--use a variety of instructional techniques and actively involve group members in their own learning.
- **Coach:** the coach helps other achieve his or her own goals. At the same time, the coach helps colleagues strengthen their knowledge and skills in areas where they need guidance.
- **Consultant:** the role of the consultant is to provide their expertise to a group. Consultants target the content, process, or both, to help the group achieve its goals. To be effective in this role, the consultant must be trusted by the group and keep the desired outcomes foremost in mind.
- **Facilitator:** being a facilitator is an appropriate role when the group's purpose is dialogue, shared decision making, and solving a problem or planning. The facilitator manages the process and keeps the group on task. This person is task driven and stays out of the content of the task (pp. 27-28).

What Type of Training will Minimize Risk and Help Departments Reach Training Goals?

Compton and Granito (2002) identified several elements for a successful training process. There must be planning for the training with safety the number one concern. The training should meet national, state, and local training standards and requirements while addressing the needs of the department. The safety issue is paramount due to the nature of the training.

Part of a training program should include live-fire training. These situations create a realistic field experience for the recruit; however, as the National Institute for Occupational Safety and Health (NIOSH) (2002) found, hazards can and do occur in training. From 1983-2002, ten firefighters died as a result of participating in live-fire training exercises. NIOSH

recommends using National Fire Protection Association (NFPA) 1403 guidelines to reduce the risk of injury and death.

Michael D. Brown (2003), Homeland Security Under Secretary for Emergency Preparedness and Response noted, "It's important that fire departments train firefighters in as close to actual conditions as possible while also protecting them in the process" (FEMA Special Review of Firefighter Training Uncovers Ways to Reduce the Risk of Tragic Outcomes). Instructors need to follow standards and procedures and avoid situations where students are not prepared. Another training challenge is provided situations other than fire to closely resemble the actual incident such as hazardous materials. Other training lessons learned include:

- Firefighters should receive training in fire behavior and extinguishment methods for different types of buildings.
- Modern protective equipment may make life-threatening fire conditions less obvious and firefighters must be trained to recognize the visual and physical clues to impending danger.
- During training, a firefighter's physical stress level should be monitored continuously and departments should consider stronger physical screening programs and long-term health and wellness programs to reduce training-related heart attacks and strokes (FEMA Special Review of Firefighter Training Uncovers Ways to Reduce the Risk of Tragic Outcomes).

The National Fire Protection Association (NFPA) has written standards for conducting fire training and for minimum job performance. In 1971, the Joint Council of National Fire Service Organizations met to establish acceptable performance standards. In the 1980's, "revisions of the standards recognized that the documents should stand on their own merit in terms of job

performance requirements in a given field" (National Fire Codes, pp1001-1). NFPA 1001 "identifies the minimum job performance requirements for career and volunteer fire fighters whose duties are primarily structural in nature" (1001-5). Chapter 2 of NFPA 1001, identifies the entrance requirements for firefighters which include educational requirements, age requirements, medical requirements, fitness requirements, and emergency medical care performance (*NFPA Standards*, 2001, pp. 1001-6).

Compton and Granito (2002) recommend departments become familiar with the following standards and use them as guidelines in training personnel. For the purposes of this paper, they could be used to set up a recruitment training program.

- NFPA 1001: Standard for Fire Fighter Professional Qualifications (1997 edition)
- NFPA 1002: Standard for Fire Apparatus Driver/Operator Professional Qualifications (1998 edition)
- NFPA 1003: Standard for Airport Fire Fighter Professional Qualifications (2000 edition)
- NFPA 1006: Standard for Rescue Technician Professional Qualifications (2000 edition)
- NFPA 1051: Standard for Wildland Fire Fighter Professional Qualifications (2002 edition)

Compton and Granito (2002) explain how Training-in-context can help a small community use the NFPA standards to guide their training while utilizing the available resources. "The exercises are carefully conducted, available equipment is used, and staff simulates realistic local scenarios. Coaching is a significant part of the activity, as are the use of sound instructional methodology and a high level of safety consciousness" (pp. 270).

In addition to the recommendations from Compton and Grantio, NFPA 1403 Standard on Live Fire Evolutions gives recommendations "for training fire suppression personnel engaged in

firefighting operations under live fire conditions" (pp 1403-4). The purpose of the standard is to ensure that training is conducted in a safe manner with risk minimized (*NFPA Standards*, 2001).

Current requirements for Syracuse recruits to go into service

During an interview with Bruce Peterson, Assistant Chief of the SFD, it was discovered that the Syracuse Fire Department has never had a training program for new firefighters. New recruits were expected to ride the trucks and perform the duties without any initial training. Chief Peterson felt that it would be beneficial to have everyone trained to a minimum standard so that when an emergency situation arose the Incident Commander did not need to determine who was qualified to do the job and who was not. Chief Peterson indicated that the current Standard Operating Procedures (SOP's) did not address the issue of training new firefighters before they were put on the trucks; he did feel this would be beneficial to the department. Chief Peterson felt that the Syracuse Fire Department should set a minimum standard that applicants must pass before they were considered for employment. These minimum requirements would include Emergency Medical Technician (EMT), Firefighter I, which would include Hazardous Material First Responder. This could be obtained through the Utah Valley State College--Institute of Emergency Services and Homeland Security (B. Peterson, personal interview, March 2, 2005).

The senior firefighter on the Syracuse Fire Department, Jan Callister, indicated he has been part of SFD for nineteen years. During that time there has never been a pre-training program for the Syracuse Fire Department. Mr. Callister told the story of his hiring with the fire department. When he asked the Fire Chief if he could get on the fire department, the Chief invited him to the weekly training meeting, introduced him to the other department members, gave him the protective equipment, and then told him to come to the calls when the pager went off. The only training that was provided happened on Thursday night and ran for two hours. Of

course, there was on the job training which occurred when they responded to emergency calls. Over the past nineteen years Mr. Callister has gained his Firefighter II certification which includes Hazardous Materials Operations and Emergency Medical Technician (EMT) certification. When asked if training fire fighters before they went on the trucks was a good idea, he felt it would be very helpful to the new recruits (J. Callister, personal interview, March 1, 2005).

During a personal interview City Administrator Mike Moyes, it became clear that very few city departments conduct recruit training. Mr. Moyes stated that even though he keeps current on all the different departments within the city, the only department in Syracuse City that has a requirement for recruit training is the police department which requires its patrol officers to be CAT II Certified. Mr. Moyes felt that it would be a good idea to do preliminary training which would reduce the risk of injury and liability to Syracuse City (M. Moyes, personal interview, March 1, 2005).

As evidenced through research, in order to meet the training needs of the SFD, plus the local, state, and federal requirements and standards, a needs assessment must take place to determine what should be taught to new firefighters before they are endangered while working a fire, a hazardous materials incident, a medical call, or other miscellaneous calls. This needs assessment is a combination of what the expected job performance is set forth by those listed above and the abilities of the recruits. The balance between the two should be what is taught to the recruit. Although this needs assessment is important it is not the focus of this research project.

State and Federal training requirements for Firefighters

Part of the literature review included a personal interview with Craig Bott (2005) an attorney for the Utah Local Government and Trust. His company handles the legal affairs pertaining to injury and personal liabilities for Syracuse City. Mr. Bott strongly recommended that firefighters and EMT's be trained before they are allowed to provide any services to the public. He also expressed the need for training by legal council on sexual harassment and hostile work environment issues. When asked what training standards should be used for firefighting and Emergency Medical Services (EMS), he stated that it should be training that is recognized by the Utah State Fire Marshal's office; this would be the IESHS Firefighter I certification. He also indicated that the EMS training should meet the requirement of the Bureau of Emergency Management Service (BEMS) for the State of Utah (C. Bott, Personal interview, March 8, 2005).

The Utah State Fire Marshal's Office endorses, supports, and helps fund the IESHA. The IESHA currently has fifteen different certification standards. Some of which are Firefighter I, Firefighter II, Hazardous Material Fire Responder Awareness, and Hazardous Material First Responder Operations. During a phone interview, the IESHA Certification Director Alan Joes was asked what certifications he would recommend for new firefighters before they were expected to perform basic fire department responsibilities. Mr. Joes suggested that every new firefighter have the training to the level of Firefighter I and Hazardous Materials First Responder. He also suggested that any medical duties would need to meet the Utah State Bureau of Emergency Services (BEMS) Standards. Mr. Joes was not sure that liability issues could be avoided based on required certifications; however, he did feel that this additional support would product better firefighters who were aware of the safety precautions that need to occur.

Troy Mills, from the Utah Fire Marshal's Office, feels it would be beneficial to train firefighters in basic firefighting tactics classes. This is a thirty-two hour course offered at Utah Valley State College. All the institute certifications are based on the NFPA Standards. The State of Utah is governed by OSHA guidelines which requires fire departments to provide a safe working environment to its employees. The final question involved the monies from the state legislature. Mr. Mills indicated that the State Fire Prevention Board and the Utah State Fire Marshal's Office designate training monies to the Institute of Emergency Services and Homeland Security. These funds are used to help provide training at Utah Valley State College (IESHS). Mr. Mills felt all firefighters should have to go through the tactics course; and he would like to make this a statewide requirement (T. Mills, personal interview, March 9, 2005).

What recruit training should take place to avoid injury and liability

Kathy Holt, the most senior employee, City Recorder, and Risk Manager with Syracuse City was able to provide some valuable information. During a personal interview, Mrs. Holt was asked what type of issues she would address in training as the city's Insurance and Risk Management Director. Mrs. Holt stated that the Fire Department has had several minor personal injuries over the years for things like cuts and bruises. There was one firefighter who had a heat attack and needed to be hospitalized. Although this fire fighter has since quit the fire department and is now doing well, it is important to point out that this injury occurred during the time the firefighter was employed for Syracuse City. Now that the fire department is providing ambulance service, Mrs. Holt has a growing concern with legal issues coming from the public (K. Holt, personal interview, March 1, 2005).

During an interview the Syracuse Police Chief Brian Wallace, he was asked what training requirements he thinks the Syracuse Fire Department should include in a recruit training program

that would help reduce firefighter injury and reduce the chances of liability issues to Syracuse City. Chief Wallace pointed out that the firefighters need to be aware of possible hostile individuals while on scene. He suggested that training from the police department could include how to recognize potential dangerous situations, when to wait for the police department to respond, and simple self defense moves/strategies. Chief Wallace stated that he would provide this training and that it would take about four hours to do so (B. Wallace, personal interview, March 2, 2005).

PROCEDURES

Evaluative research was used to determine the need for a recruitment training program for Syracuse City Fire Department (SFD). The evidence used included a literature review, an overview of SFD Standard Operating Procedures (SOP's), an evaluation of the city and state requirements, personal interviews with Utah State Fire Marshal's Office, Utah Fire and Rescue Academy, firefighter recruits, firefighter trainers, and city management.

The literature review was conducted at the National Fire Academy's Learning Resource Center in August of 2004, while attending the course for the Executive Fire Officer program. Reviews were also conducted at the Davis County Library, the Ogden Fire Department, the Syracuse City Government office, the author's professional library, and on the Internet using the search engines to identify websites, organizations, and documents to assist in the research process.

The SOP's for SFD were reviewed to determine the specific training standards and/or mandatory certification standards that have been adopted by SFD. Personal interviews were conducted for the purpose of determining what specific training standards and/or mandatory certification standards had been adopted by the State of Utah. Alan Joes of the Utah Valley State

College--Institute of Emergency Services and Homeland Security (IESHS) was interviewed on March 3, 2005 (Appendix A). Mr. Joes, Assistant Director of Certifications offered insight into the requirements he felt the SFD should adopt. He stated "that under no condition should fire department personnel be allowed to respond to fire calls without being certified to the level of Firefighter I, Hazardous Materials (HazMat) Awareness, and to whatever level of Emergency Medical Service (EMS) the department is providing (A. Joes, personal interview, March 3, 2005).

Troy Mills, Utah Fire Marshal's Office, was interviewed on March 9, 2005. He has taken a progressive stance and wants to require all firefighters to undergo a 32 hour basic firefighting course (Appendix B). This position is supported by Craig Bott from the Utah Local Government Trust.

Three individuals from city government were interviewed. Mike Moyes, the Syracuse City Manager for the last nineteen years, was interviewed on March 1, 2005 (Appendix C). His interview added insight into how city management views training; and how the specific training of the fire department must come from within its ranks due to the knowledge base. Kathy Holt was also interviewed for the insight she could provide as the Risk Manager for the city. Police Chief Brian Wallace was interviewed to gain insight from someone out in the field. Predictably, his concern lay with firefighter safety in relations to other individuals.

Personal interviews were conducted with several members of the fire department. The two most noteworthy interviews included Bruce Peterson, the Assistant Chief, and Jan Callister, a veteran part-time firefighter of nineteen years (Appendix D and Appendix E). Both were questioned for their vast knowledge of the Syracuse Fire Department and their analysis of the future direction and decisions the fire department should take. To accompany the interviews of

the veteran firefighters, fourteen members of the Syracuse Fire Department were interviewed on March 1, 2005. The questions used for the interview were included on a "test" draft eliciting feedback from five career firefighters from Ogden City Fire Department. After viewing the initial responses, no changes were made (Appendix F). Their responses indicated they understood the questions and were able to supply the requested information. The SFD interviews were grouped in the following categories: part-time firefighters under five years experience (Appendix G); career firefighters under five years experience (Appendix H); part-time firefighters with over five years experience, but under ten years experience (Appendix I); career firefighter with over five years experience, but under ten years experience (Appendix J); part-time firefighters with over ten years of experience (Appendix E). The interview process included a wide sampling of firefighters with the purpose of analyzing the responses based on years of experience and status within the fire department. The firefighters selected for the interview were those who respond to over 75% of the calls and have 80% attendance at drill night.

The limitations of the procedures included the number of variables. As indicated by the appendixes, the variables include part-time, career, and years of experience. This was also evident in the literature review with career departments having an established program with prerequisites to being hired compared to part-time/volunteer departments who take inexperienced recruits and provide training on the job. To make the process more authentic, the researcher could have limited the research to part-time departments; however, the lack of printed resources would have been a limitation.

Definition and Clarification of Selected Terms

Camaraderie--is a companionship, an association with other people, or a person who is frequently in the company of another. In the fire service camaraderie represents the good will, team work, and friendship between crew and department members.

Certified Firefighter I (FFI)--for the purpose of this research paper Firefighter I is considered the Utah Fire and Rescue Academy's (UFRA) certification. This certification represents that the firefighter has proven his knowledge and competencies in basic fire fighting skills. An example of these skills would be ventilation, basic fire extinguishment, knots, and personal protection equipment.

Certified Firefighter II (FFII)--for the purpose of this research paper Firefighter II is considered the Utah Fire and Rescue Academy's (UFRA) certification. This certification represents that the firefighter has proven his knowledge and competencies in advanced fire fighting skills such as fire prevention, rescue operations, fire ground operations, communications, and equipment maintenance.

Combination Fire Department--is staffed using a combination of both part-time and full-time employees. This combination can be used in a variety of ways to meet the staffing needs. Syracuse Fire Department uses part-time firefighters to fill regular work shifts, to augment the full-time staffing of two during the day and one at night so the fire station is manned 24/7 with three firefighters. This represents part-times working 24 shifts of 12 hours each for a total of 288 hours with full-time firefighters working a total of 208 hours in a week.

Emergency Medical Technician (EMT)--use medical skills for patient care from the time the injury occurred to the point the patient is delivered to the emergency room at the

hospital. These are life saving skills as bandaging, splinting, CPR, but this does not include the administration of medications.

Federal Emergency Management Agency (FEMA)--a former independent agency that became part of the new Department of Homeland Security in March 2003. It is tasked with responding to, planning for, recovering from and mitigating against disasters. FEMA can trace its beginnings to the Congressional Act of 1803 which is generally considered the first piece of disaster legislation.

Firefighter--can be any employee of the fire department whose job may involve the extinguishment of a fire. Firefighter can vary from volunteer to part-time to full-time.

Full-time/career Firefighters--full-time firefighters are included in the state fire retirement program and work forty hours a week or more. They enjoy paid vacations, paid sick leave, and in Syracuse Fire Department they can accrue and use comp time.

HazMat First Responder--as set forth by the Utah Fire and Rescue Academy, a person with this skill level is able to perform decontamination of other responders and victims, take defensive control actions, and help higher trained personnel put on and take off protective chemical suits.

Incident Command System (ICS)--is a method of organizing in a tier fashion the line of authority at any emergency scene. This organizational process is mandated by Occupational Safety and Health (Utah is an OSHA State) to be in place at any fire or hazardous material scene. This process starts with the establishment of an Incident Commander and trickles down to the firefighter on the end of the hose. This system, while very similar to the National Incident Management System (NIMS), is obsolete and is being replaced by the updated NIMS.

International Fire Service Accreditation Congress (IFSAC)--is a peer driven, self governing system that accredits both fire service certification programs and higher education fire-related degree programs. IFSAC is a nonprofit organization authorized by the Board of Regents of Oklahoma State University as part of the College of Engineering, Architecture and Technology. The IFSAC Administrative Offices are located on the Oklahoma State University campus in Stillwater, Oklahoma.

International Fire Service Training Association (IFSTA)--was established in 1934. The mission of the IFSTA is to identify areas of need for training materials and foster the development and validation of training materials for the fire service and related areas. IFSTA is an association of fire service personnel who are dedicated to upgrading fire fighting techniques and safety through training.

Live Burn Training/Live Fire Evolutions--is training that takes place with the use of actually lighting a fuel source on fire, creating a heated environment with smoke for the purpose of actual hands on training. This training is done with careful supervision and must follow strict guidelines set forth by the National Fire Protection Association.

Metamorphosed--is represented by the changing of the Syracuse Fire Department as if magic from a volunteer department to a combination department with the addition of four full-time and twenty-six part-time employees.

National Fire Protection Association (NFPA)--has led the way to fire safety since 1896. The mission of the international nonprofit origination is to reduce the burden of fire on the quality of life by advocating scientifically-based consensus codes and standards, research, and education for fire and related safety issues. The lifeblood of NFPA is its consensus standards-

making system, which produces the 275 National Fire Codes which are used in nearly every country in the world.

National Incident Management System (NIMS)--is a method of organizing in a tier fashion the line of authority at any emergency scene. This organizational process is mandated by Occupational Safety and Health (Utah is an OSHA state) to be in place at any fire or hazardous material scene. This process starts with the establishment of an Incident Commander and trickles down to the fire fighter on the end of the hose. This system is replacing the older Incident Command System (ICS).

National Institute for Occupational Safety and Health (NIOSH)--was created by the Occupational Safety and Health act of 1970. NIOSH is in the U.S. Department of Health and Human Services and is an agency established to help assure safe and healthy working conditions by providing research, information, education, and training in the field of occupational safety and health. NIOSH provides national and world leadership to prevent work-related illness, injury, disability, and death by gathering information, conducting research, and disseminating collected results.

National Professional Qualifications (NPQ)--the purpose of the NPQ is to establish an internationally recognized means of acknowledging professional achievement in the fire service and related fields. The primary goal is to give accreditation to organizations that certify uniform members of public fire departments, both career and volunteer. Accreditation is generally provided at the state level to be the certifying authority of that jurisdiction.

Occupational Safety and Health Administration (OSHA)--is a group set up in 1970 to ensure a safe working environment for employees. OSHA regulates what is and isn't a

potential hazard to employees and makes inspections to make sure that workplaces are OSHA compliant.

Part-time Fire Fighters--a part-time firefighter is compensated for their time while working for the city, but does not receive the normal benefit package and works less than 40 hours a week.

Recruit--is a newly hired firefighter who has not yet been given the training necessary to perform the required job description responsibilities. Recruits are generally put on probation until their performance can be evaluated and until they pass a level of competencies in the classroom and on the fire field.

Recruit Training Program--is the formal educational process that recruits need to learn the necessary skills. These skills are tested within the training program so that when the student has finished and passed the training program, he/she will be able to perform to at a certain level of expertise.

Self Contained Breathing Apparatus (SCBA)--is an ensemble, much like a backpack that allows firefighters to breath in an environment that would otherwise cause sickness and/or death. The combination of a compressed air bottle, pack frame, hoses, regulators, and face piece allows the firefighter to enter dangerous environments for up to one hour at a time.

Shifts--at the Syracuse Fire Department consist of 24 hours for three of the four full-time firefighters for a total of seven per week. One full-time firefighter works Monday through Thursday for ten hours each. Part-time shifts are broken up into 12 hours each, with a total of 24 a week. Shift change is done at 7:00 a.m. and 7 p.m.

Standard Operating Procedures (SOP)--are written guidelines that give direction to fire department employees regarding day to day operations as well as on scene directives. These

procedures give order to what could be a dangerous occupation when quick decision are required in order to avoid death and injury.

Unincorporated Davis County--the areas just west and south of Syracuse City that have not yet been accepted into the city limits. These areas are mostly rural, but the growth is increasing at a rate of 20% each year in Syracuse and its surrounding areas. As this growth comes, the areas will be annexed into the city as per the Syracuse City Master Plan.

United States Fire Administration (USFA)--as part of the Department of Homeland Security and FEMA, the mission of the USFA is to reduce life and economic losses due to fire and related emergencies, through leadership, advocacy, coordination, and support. It serves the nation independently, coordinates with other federal agencies, and partners with fire protection and emergency service communities. With a commitment to excellence, they provide public education, training, technology and data initiatives.

Utah Bureau of Emergency Medical Services (U-BEMS)--A division of Utah State Government that regulates all emergency medical activities in the field. The Bureau develops protocols, sets testing standards, and awards certifications to all First Responders, Emergency Medical Technicians (EMT's), and Paramedics.

Utah Valley State College--Institute of Emergency Services and Homeland Security (IESHS)--is the only accredited certification agency in the state. The IESHS provides off campus training, mobile live fire props, training standards, testing standards, and certification standards for all Utah fire departments.

Volunteer Fire Department--strictly volunteer employees which are not compensated for their time in any fashion.

RESULTS

In answer to the specific research questions

1. What are the specific training standards and/or mandatory certification standards that have been adopted by Syracuse Fire Department for recruit firefighters?

The Syracuse Fire Department (SFD) has not adopted any specific training standards or mandatory certification standards for new recruits. There is an "understood" level of commitment for firefighters; however, this understanding is not evident in the Standard Operating Procedures (SOP's) nor in any written agreement between the firefighters and the city. Firefighters, especially new recruits, are anxious to receive the training offered by the department, but the commitment and level of expertise is dependant upon the individual receiving the training. Of the training that is offered, SFD recognizes and follows the International Fire Service Training Association (IFSTA) Standards for Firefighter I and Firefighter II. The SFD also abides by the Utah State Bureau of Emergency Medical Services (BEMS) Emergency Medical Technician (EMT) Standards.

2. What are the specific training standards and/or mandatory certification standards that have been adopted by the State of Utah for recruit firefighters?

The Utah Valley State College--Institute of Emergency Services and Homeland Security (IESHS) requires that all Utah certifications meet the National Fire Protection Association (NFPA) Standards; however, they do not require the fire departments to certify a firefighter before putting them on the fire ground. The proper certification accompanies the title (example FFI); however, when to employ a firefighter into action is at the discretion of the individual fire department.

The State of Utah has made recommendations for fire departments to follow such guidelines as NFPA 1001 Standards, NFPA 422 Standards, Incident Command System (ICS) and/or the National Incident Management System (NIMS). Still, the degree and level to which they require their firefighters to certify is left to the discretion of the individual fire department.

3. What training should take place to help firefighters, Syracuse Fire Department, and Syracuse City avoid injury and reduce liability?

The research revealed that SFD should follow the NFPA Standards as established by the IESHS Training Council, which is supported by the Utah State Fire Marshal. The following NFPA Standards would help provide the necessary skills and knowledge for firefighters.

- NFPA 1001: Standard for Fire Fighter Professional Qualifications (1997 edition)
- NFPA 1002: Standard for Fire Apparatus Driver/Operator Professional Qualifications (1998 edition)
- NFPA 1003: Standard for Airport Fire Fighter Professional Qualifications (2000 edition)
- NFPA 1006: Standard for Rescue Technician Professional Qualifications (2000 edition)
- NFPA 1051: Standard for Wildland Fire Fighter Professional Qualifications (2002 edition)
- NFPA 1403: Standard for Live Fire Evolutions (2002 edition)

In addition to the NFPA Standards, SFD should require new recruits to go through a recruitment training program before they are allowed to work the fire ground. This training should involve the following skills: Basic Firefighting Skills (Firefighter I), First Responder Medical Skills, and Syracuse City Operating Policies and Procedures.

The reduction in liability will occur when firefighters are trained to an acceptable level of expertise before requiring/allowing them to participate in emergency situations. With this training will come an awareness of the safety requirements need to safely perform on the job.

4. What criteria will Syracuse Fire Department use to train recruit firefighters.

Even though not required by Federal or State requirements, there are several levels of training that should take place to avoid injury and liability to the firefighters and to the city. These should include Firefighter I, Hazardous Materials (HazMat), and EMT. Many of these areas of concern were brought up in the personal interviews and include such issues as sexual harassment and hostile work environment. These are the most prevalent type of cases and represent the largest dollar compensation that have been handled by the Utah Local Government and Trust.

Police and Fire Departments must work closely with each other on a daily basis to ensure that firefighters are not injured on scene, and so that the police can focus their attention on the assailant instead of worrying about the safety of the firefighters. Both professions work shoulder to shoulder--why not train the same way.

The results of not having a physical fitness program and agility test have been felt by the SFD in the past. One firefighter had a heart attack while on scene at the fire although the fire fighter survived and is doing well today, it is still a concern. This lesson in health reinforces the need for a wellness program for all fire department members both full-time and part-time employees. This program should include annual physicals, exercise opportunities, as well as a healthy living program on how to reduce risk factors.

DISCUSSION/IMPLICATIONS

For almost fifty years the Syracuse Fire Department (SFD) has not had a recruit training program (Peterson, Personal interview). Luckily this short fall has not affected the SFD or Syracuse City in relation to a serious injury or lawsuit (Moyes, Personal interview).

This research project has brought to light that there is a great deal of training that needs to be taught to new recruits, and it would take very little to implement the training into the departments scheduling. As stated by Alan Joes (2005) from the Utah Valley State College--Institute of Emergency Services and Homeland Security (IESHS), "I would not recommend putting any new firefighter on scene until they have been certified to a minimum standard of Firefighter I, Hazardous Materials--Awareness, and Emergency Medical Technician" (EMT). The IESHS, who is also accredited by the National Professional Qualifications Board (NPQ), has already put together a training, testing and certification standard that meets the National Fire Protection Association (NFPA) standards on these basic training and certification standards (Joes 2005). All the SFD would need to do, to help avoid liability and reduce the risk of injury to its firefighters, is to train and certify the new recruits to the Firefighter I, Hazardous Materials – Awareness, and EMT levels. It is important to remember that this is just a starting point for new firefighters and as they grow in the fire service, so should their skill levels.

As mentioned by Attorney Craig Bott (2005), legal training should be provided to new employees to avoid sexual harassment and hostile work environment issues. Sexual harassment also pertains to improper use of the internet, improper jokes and jesters, etc.

Syracuse Police Chief Brian Wallace (2005) also gave some valuable insight for training regarding, whenever there is a possible threat of bodily harm, let the police officers go in first to ensure the scene is secured and safe for fire department crews go in.

Other areas that should be taught in recruit training should be fire department rules, regulations, and Standard Operating Procedures (SOP's), public education (Cobb County Fire & Emergency Services, 2002). Live fire training is also an important aspect of training inasmuch that the NFPA has established Standard 1403 for the purpose of ensuring that training is conducted in the same manner with minimal risk.

If all these training and certification components were combined into a recruit training program, new firefighters would be better prepared to protect themselves and the city from harm and liability.

RECOMMENDATIONS

The Syracuse Fire Department (SFD), Syracuse City, and the community served would benefit from the implementation of a recruit training program. As a result of this research project, it was discovered that most of the components for a basic firefighter training program have already been assembled by the Utah Valley State College – Institute of Emergency Services and Homeland Security (IESHS).

The first recommendation is to adopt the IESHS Firefighter I and Hazardous Material (HazMat) Awareness certification as a minimum standard for new recruits to have before they are allowed to respond on any fire related incident. These certifications can be taught in-house by Syracuse Fire Department Staff or the applicant can receive the certifications from another fire department or fire academy as long as the certification is from the IESHS. For either option, an in-house competency test should take place to ensure the comprehension and retention of the recruit.

Syracuse Fire Department also provides an ambulance service that requires its employees to have their Emergency Medical Technician (EMT) certification. In the past, the SFD has not required new recruits to be EMT's before they are hired into the fire department. In consideration of the 120 classroom and clinical hours it takes to become an EMT, it would not be beneficial for the SFD to provide this initial training to new recruits. It is suggested that the Chief require applicants to be EMT certified before their application is accepted for employment.

Other training such as sexual harassment, hostile work environment, and scene safety should be taught when determined necessary by the city government and legal council. These topics should be taught by outside instructors to ensure that the issues are covered correctly with up-to-date information.

The second recommendation is to start providing the above fire and HazMat training, testing, and certifications for new firefighters before they respond to any call. This training can be taught by on duty personnel by assigning one recruit to a full-time firefighter, providing them with skills check off sheets, performing in-house competence checks, and then testing them according to the IESHS Standards. The duration of the training can be tailored to meet the needs of the recruit, taking into consideration that they are part-time and have other responsibilities at home such as family responsibilities and full-time jobs. If a new firefighter were willing to spend more time at the fire station, they could complete the training within on month; however, the training can take as long as they need, One drawback to extending the training out over a long period of time, is the frustration level of the student by not passing off the certification in a timely manner.

The third recommendation is to evaluate the recruit training program by tracking all incidents involving injuries and liability issues. The longevity of firefighters who have gone

through the recruit training program should also be tracked to ensure the program is not putting too much pressure on the recruits, and that it is preparing them for a long healthy career in the fire service.

This program would be cost effective by having full time firefighters teach the skills, and by using existing teaching, testing, and certification standards while meeting all federal, state, and local requirements.

With the development of a recruit training program, including the topics and material listed above, a reduction of injuries to firefighters would occur. This in turn would reduce the liability to the city. All this is done while providing a better service to the community, providing the citizens with a firefighter who is trained to protect their lives and save their property, and by saving the city and added risk of not having properly trained firefighters.

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Appendix A
Personal Interview with Alan Joes
Utah Fire and Rescue Academy
March 3, 2005

1. What state certifications would you suggest new firefighters have before they are considered ready for initial operations and assignments in the fire service?

--Hazmat Awareness & Firefighter I

2. Are the Utah Fire and Rescue Academy (UFRA) training and certification standards accredited by the International Fire Service Accreditation Congress?

--Yes, we are also accredited by NPQS (National Professional Qualifications Board)

3. Do Firefighter I and Firefighter II certifications coincide with the training requirements of the National Fire Protection Association's (NFPA) 101, the Fire Fighter Professional Qualifications Standards, and other NFPA Standards and URA certifications?

--Yes, by policy, all Utah certifications must meet NFPA Standards

4. If firefighter were to have those certifications, do you feel it would help reduce the chance of injury to the firefighter thus reducing the risk of liability to the city's they work for?

--Yes, I believe that certified firefighters are/or should be safer.

5. What other training would you suggest new recruit firefighters have before they start performing basic firefighting responsibilities?

--CPR/1st Aid Awareness

6. What federal requirements, standards, guidelines, certifications, etc do you know about that fire departments should follow and/or implement as part of a basic recruit firefighter training program?

--NFPA 1001, NFPA 422/ICS/NIMS

7. Where does the UFRA get their funding to provide firefighter training and certification programs?

--State legislature from a restricted account generated by fire insurance. Money comes through SFMO/Fire Prevention Board.

Appendix B
Troy Mills
Utah Fire Marshal Office
March 9, 2005

1. How long have you been with the Utah Fire Marshals office? What is your position?

--Two years with the Utah Fire Marshals Office, serving as Program Administrator. Prior employment was with the Institute of Emergency Services and Homeland Security for 10 years as Assistant Director of Training.

2. Do you think it would be beneficial to train new firefighters before putting them on the trucks and expecting them to perform fire department responsibilities?

--Yes

3. What training topics would you recommend new firefighters be taught before putting them on the trucks and expect them to perform fire department responsibilities?

--Basic firefighter tactics class (a 32 hour course) that is taught at the Utah Valley State College. This should be taught as a minimum to all new firefighters before they are expected to perform on scene.

4. Does the Utah Fire Marshal's Office recognize the Institute of Emergency Services and Homeland Security's Certification Standards as the state training and certification standards?

--Yes

5. Besides the Institute of Emergency Services and Homeland Security and the National Fire Protection Association, do you know of any other Federal, State or any other requirements, standards, guidelines, or certifications we should follow as part of a recruit training program?

--No, the Institutes certifications are all based off of the NFPA standards.

6. Is Utah governed by Occupational Safety and Health Administration (OSHA) guidelines? What does that mean to us in training new recruits before putting them into service?

--Yes, Utah is an OSHA state and by law that requires all fire departments to meet a minimum standard of safety requirement.

7. Does the fire marshals office provide funding to the Institute of Emergency Services and Homeland Security? If yes, how much, and for what reason?

--Yes, Monies come from the State Legislation to the State Fire Prevention Board then to the Utah State Fire Marshal's Office. It is designated as firefighter training monies. Last year this \$2,500,000.00 went entirely to the Institute of Emergency Services and Homeland Security. Next year it is estimated that this amount will go up to \$3,000,000.00. This money is to train firefighters across the state; providing education to those that might otherwise not receive it.

8. Do you have any other comments or suggestions regarding recruit training or requirements it should follow?

--I would like to see the fire service set a minimum standard of training that firefighters must have before they are allowed on the fire ground. This minimum standard should be the 32 hour basic firefighter tactics class.

Appendix C
Mike Moyes
Syracuse City Manager
March 1, 2005

1. How long have you been the city administrator for Syracuse City?
--19 1/2 years
2. As far as you can remember, has the Syracuse Fire Department ever established a recruit training program (required training that new fire fighters need to have before they are considered ready for initial operations)?
--No
3. What training topics would you recommend new firefighters have before putting them on the trucks and expecting them to perform fire department responsibilities?

--Interpersonal Skills
--Basic Fire Fighting Skills
--Physical Fitness
--Communication
4. Do you think it would be beneficial to train new firefighters before putting them on the trucks and expecting them to perform fire department responsibilities?
--Yes
5. What do you see as the most possible/common liability that Syracuse City would face in relation to the fire department?
--Lack of common sense
6. Do you know of any law suit that has been brought against the Syracuse Fire Department or Syracuse City in relation to the fire department's poor performance or due to injury?
--Yes
7. Can you think of any firefighter (department members) injuries that have occurred while on the job? What were they?
--Heart Attack
--Smoke Inhalation
--Hand Injury
8. In your opinion, do you think these injuries could have been prevented if training in that area would have taken place?
--Not sure
9. Were the injuries to new firefighters or to firefighters with more than one year on the job?
--No

Appendix D
Bruce Peterson
Syracuse Fire Department, Assistant Chief
March 2, 2005

1. How long have you been with the Syracuse Fire Department? How long have you been the Assistant Chief?

--13 years on the fire department and 8 years as Assistant Chief.

2. As far as you can remember, has the Syracuse Fire Department ever established a recruit training program (required training that new fire fighters need to have before they are considered ready for initial operations)?

--The Syracuse Fire Department has not, as far as he can remember.

3. What SOP's or guidelines does the Syracuse Fire Department have in place regarding what training is required before firefighters are allowed to go on calls.

--none

4. What training topics would you recommend new firefighters have before they are expected to perform fire department responsibilities?

--Basic fire fighting skills such as SCBA, ladders, ropes, communication, forcible entry, ventilation, search and rescue, salvage, and overhaul.

5. Do you think it would be beneficial to train new firefighters before putting them on the trucks and expecting them to perform fire department responsibilities?

--Yes, it is nice to know that when I'm in charge of a scene that everyone on the fire ground is able to do the job they are assigned, and they can do it safely. This also carries over to medical calls and having competent Emergency Medical Technicians.

6. What challenges do you see in requiring the new applicants to have fire certifications prior to employment, and what would it take to train uncertified people before putting them into service (running calls)?

--Requiring applications to be fire certified may cut down the resource pool, causing us to pick up people that have the training but may be lacking work ethic, common sense, or just not able to fit in. If we needed to certify them after they were hired, it would take time but I feel that we would wind up with a better employee, because they would know how things are done in Syracuse.

7. Can you think of any firefighter (department members) injuries that have occurred while on the job, what were they (list as many as possible)?

--One firefighter hurt his arm but it was not broken, another had a heart attack and left the fire service but is doing well today.

8. In your opinion do you think these injuries could have been prevented if training in that area would have taken place?

--Accidents do happen, but like all accidents they are preventable to some degree.

Appendix E

Jan Callister

Part-time Firefighters with Over Ten Years Experience

Completed by Syracuse City Firefighters

March 1, 2005

Number of Firefighters Interviewed: 1

1. How long have you been with the Syracuse Fire Department?
--Nineteen Years
2. What is your seniority and ranking in the Syracuse Fire Department?
--#1 for Seniority and FFII/EMT I
3. As far as you can remember, has the Syracuse Fire Department ever established a recruit training program?
--No
4. What training topics do you think should be taught to new recruits?
--Basic Standard Operating Procedures IFSTA and Departmental SOG, EMT Basic
5. Do you think it would be beneficial to train new firefighters before putting them on the trucks and expecting them to perform?
--Yes
6. Can you think of any firefighter (department members) injuries that have occurred while on the job. What were they (list as many as possible)?
--Torn tendons in arm
--Twisted ankle in training
7. In your opinion, do you think these injuries could have been prevented if training in that area would have taken place?
--Possibly
8. Were the injuries to new firefighters or to firefighters with more than one years on the job (not on probation)?
--Both firefighters had more than one year
9. Do you know of any lawsuit that has been brought against the Syracuse Fire Department or Syracuse City in relation to poor performance or injury?
--No
10. Do you or have you worked for any other fire department?
--No
11. If yes to question 10, describe the program, what type of training you participated in and how long it lasted.

Appendix F
Test Draft
Completed by Ogden City Firefighters
February 28, 2005

1. How long have you been with the Syracuse Fire Department?
2. What is your seniority and ranking in the Syracuse Fire Department?
3. As far as you can remember, has the Syracuse Fire Department ever established a recruit-training program?
4. What training topics do you think should be taught to new recruits?
5. Do you think it would be beneficial to train new firefighters before putting them on the trucks and expecting them to perform?
6. Can you think of any firefighter (department members) injuries that have occurred while on the job. What were they (list as many as possible)?
7. In your opinion, do you think these injuries could have been prevented if training in that area would have taken place?
8. Were the injuries to new firefighters or to firefighters with more than one years on the job (not on probation)?
9. Do you know of any lawsuit that has been brought against Syracuse Fire Department or Syracuse City in relation to poor performance or injury?
10. Do you or have you worked for any other fire department?
11. If yes to question 10, describe the program, what type of training you participated in and how long it lasted.

Appendix G
Part-time Firefighters Under Five Years Experience
Completed by Syracuse City Firefighters
March 1, 2005
Number Firefighters Interviewed: 6

1. How long have you been with the Syracuse Fire Department?
 --Responses: 8 months, 13 months, 14 months, 3 years, 5 years, 5 years,
2. What is your seniority and ranking in the Syracuse Fire Department?
 --No officers
3. As far as you can remember, has the Syracuse Fire Department ever established a recruit training program?
 --Five no and One yes
4. What training topics do you think should be taught to new recruits?
 --FFI, EMT, Syracuse Policy and Procedures, Emergency Vehicle Driving Course, HazMat, Trauma Care, FTO, DPI, and Basic Firefighter prior to FFI
5. Do you think it would be beneficial to train new firefighters before putting them on the trucks and expecting them to perform?
 --Six Yes
6. Can you think of any firefighter (department members) injuries that have occurred while on the job. What were they (list as many as possible)?
 --Four No
 --Two identified the following injuries: arm injury on a call, ankle injury in training, cut forehead in training.
7. In your opinion, do you think these injuries could have been prevented if training in that area would have taken place?
 --Three No
 --Three Yes
8. Were the injuries to new firefighters or to firefighters with more than one years on the job (not on probation)?
 --Mixture of new and experienced firefighters
9. Do you know of any lawsuit that has been brought against Syracuse Fire Department or Syracuse City in relation to poor performance or injury?
 --Six No
10. Do you or have you worked for any other fire department?
 --Three Yes
 --Three No

11. If yes to question 10, describe the program, what type of training you participated in and how long it lasted.

--FFI

--Advanced Medical

--Vehicle Extraction

--Driving Fire Equipment

--Fire Ground Operations

Appendix H
Career Firefighters Under Five Years Experience
Completed by Syracuse City Firefighters
March 1, 2005
Number Firefighters Interviewed: 1

1. How long have you been with the Syracuse Fire Department?
--2 months
2. What is your seniority and ranking in the Syracuse Fire Department?
--FF/EMT, Bottom of the Pile
3. As far as you can remember, has the Syracuse Fire Department ever established a recruit-training program?
--No
4. What training topics do you think should be taught to new recruits?
--FFI Skills
--EMT Skills
--Syracuse Policy and Procedure
5. Do you think it would be beneficial to train new firefighters before putting them on the trucks and expecting them to perform?
--No
6. Can you think of any firefighter (department members) injuries that have occurred while on the job. What were they (list as many as possible)?
--No Answer
7. In your opinion, do you think these injuries could have been prevented if training in that area would have taken place?
--No Answer
8. Were the injuries to new firefighters or to firefighters with more than one years on the job (not on probation)?
--No Answer
9. Do you know of any lawsuit that has been brought against the Syracuse Fire Department or Syracuse City in relation to poor performance or injury?
--No
10. Do you or have you worked for any other fire department?
--Yes

11. If yes to question 10, describe the program, what type of training you participated in and how long it lasted.

--Currently I am with Ogden City Fire Department full-time. I have been there for eight years. We have at least one medical class per month and fire training in the summer.

Appendix I

Part-Time Firefighters with Over Five Years Experience, but Under Ten Years Experience Completed by Syracuse City Firefighters

March 1, 2005

Number Firefighters Interviewed: 3

1. How long have you been with the Syracuse Fire Department?
--six years, seven years, nine years
2. What is your seniority and ranking in the Syracuse Fire Department?
--Acting Officer, FFI, EMT I
--Lieutenant, FFI, EMT I
--FFI, EMT I
3. As far as you can remember, has the Syracuse Fire Department ever established a recruit-training program?
--Two No and One Yes
4. What training topics do you think should be taught to new recruits?
--Safety
--EMT Skills
--Basic Firefighting according to IFSTA Standards and Department SOP
--FFI Skills
--Fire Attack
--Mayday Procedure
--Ladders
--RIT
5. Do you think it would be beneficial to train new firefighters before putting them on the trucks and expecting them to perform?
--Depends on current experience. If they are career firefighters, they should be expected to perform when hired.
--Yes, my life depends on it.
--Yes
6. Can you think of any firefighter (department members) injuries that have occurred while on the job. What were they (list as many as possible)?
--We has one arm injury while on a working structure fire. We also had a couple ankle injuries while training.
--Arm injuries on the fire ground
--One firefighters during drill rolled an ankle. One firefighter during fire incident, injured his forearm.

7. In your opinion, do you think these injuries could have been prevented if training in that area would have taken place?
 - No, these injuries were not due to lack of training.
 - Yes
 - No
8. Were the injuries to new firefighters or to firefighters with more than one years on the job (not on probation)?
 - One Yes, One No, and One No: the old timer knew better
9. Do you know of any lawsuit that has been brought against Syracuse Fire Department or Syracuse City in relation to poor performance or injury?
 - Three No
10. Do you or have you worked for any other fire department?
 - Two No and One Yes
11. If yes to question 10, describe the program, what type of training you participated in and how long it lasted.
 - Department Policies and Procedures
 - Reviewed FFI and FFII Skills
 - Reviewed Basic EMT Skills
 - Length: Three months for two nights a week

Appendix J

Career Firefighters with Over Five Years Experience, but Under Ten Years Experience Completed by Syracuse City Firefighters

March 1, 2005

Number Firefighters Interviewed: 4

1. How long have you been with the Syracuse Fire Department?
--Seven Years, Eight Years, Ten Years, Ten Years
2. What is your seniority and ranking in the Syracuse Fire Department?
--Lieutenant
--Captain
--Captain
--Captain
3. As far as you can remember, has the Syracuse Fire Department ever established a recruit-training program?
--Three No and One Yes
4. What training topics do you think should be taught to new recruits?
--FFI
--FFII
--EMT
--Department duties and procedures
--Operations at the station and on call
5. Do you think it would be beneficial to train new firefighters before putting them on the trucks and expecting them to perform?
--Four Yes
6. Can you think of any firefighter (department members) injuries that have occurred while on the job. What were they (list as many as possible)?
--Torn tendons in the arm from a captain hooking a supply line to the truck
--First degree burn in a house fire training
--Twisted ankle in training
7. In your opinion, do you think these injuries could have been prevented if training in that area would have taken place?
--One yes and Three No
8. Were the injuries to new firefighters or to firefighters with more than one years on the job (not on probation)?
--Yes, he had several years on the department
--He has more than one year (two responses indicating this)
--Experienced firefighter

9. Do you know of any lawsuit that has been brought against Syracuse Fire Department or Syracuse City in relation to poor performance or injury?
--Four No
10. Do you or have you worked for any other fire department?
--Three Yes and One No
11. If yes to question 10, describe the program, what type of training you participated in and how long it lasted.
--Boot camp lasted two months. Did FFI and FFI, hose evolutions, and department SOP, FTO for eight shifts and did truck checks.
--Ogden City Fire Department Reserve Program for 2 1/2 years.
--On duty training program covering the following areas: ladder training, hose evolutions, medical procedures, vehicle operations, wildland, ICS, SCBA. (All requirements were clearly written in documents that were distributed to the recruits.)

Appendix K
Craig Bott
Attorney, Utah Local Government and Trust
March 8, 2005

1. How long have you been an Attorney with the Utah Local Government and Trust, what is your position?
 --12 years with the Utah Local Government and Trust
 --Over training, regulatory affairs, and medical department.
2. What training topics would you recommend new firefighters have before putting them on the trucks and expecting them to perform fire department responsibilities?
 --Follow Utah Fire and Rescue's Certification Standards, Firefighter I at a minimum.
 --State of Utah's Bureau of Emergency Managements EMT Standards
 --Sexual harassment education from an attorney (internet and female issues).
 --Personnel education from an attorney (discrimination, hostile work environment).
3. Do you think it would be beneficial to train new firefighters before putting them on the trucks and expecting them to perform fire department responsibilities?
 --Yes, from a risk management, workmen's compensation, and liability reduction standpoints.
4. What do you see as the most possible/common liability that Syracuse City would face in relation to the fire department?
 --Sexual harassment
 --Employment related issues (gender, racial, age, religion discrimination)
 --EMT negligence
5. Have you dealt with any claim issues due to fire departments in Utah. If yes, what were they?
 --Employment related issues (gender, racial, age, religion discrimination)
 --EMT negligence
6. Do you know of any lawsuits that have been brought against fire departments, if so what are the most common?
 --Sexual harassment, EMT negligence, discrimination

7. Do you know of any Federal, State or any other requirements, standards, guidelines, or certifications we should follow as part of a recruit training program?

--State Fire Board (Utah State Fire Marshals Office)

8. Is there a liability to the fire department or the city if we just allow "on the job training" and allow formal training to take place over time?

--Yes, the Chief, Fire Department, and Syracuse City can all be found negligent in a lawsuit if firefighters are not trained to perform the job they are not only assigned to do but expected (public expectation) to do without the proper training.

9. What training would you suggest the fire department provide for new recruits before they start performing firefighter responsibilities?

--Utah State BEMS EMT Certification

--Utah State and Rescue Academy's Firefighter I Certification (includes HazMat awareness)

--Sexual harassment education

--Employment related issues such as discrimination

--Fire Department and City Policies